

CAREER LADDER PROGRAM

Missouri's Career Ladder Program Annual Report — 2024-25 School Year



The Career Ladder Program Annual Report 2023-24 School Year

The Missouri Career Development and Teacher Excellence Plan, more commonly known as the Career Ladder Program, was established by the Excellence in Education Act of 1985. Funding for the Career Ladder Program was discontinued in 2010. The final report available at that time indicated that 348 school districts participated, with 17,961 teachers benefitting from the Career Ladder Program. The total cost to the state that final year of funding was \$37,065,214.

In response to increased challenges brought about by the global pandemic of 2020, including teacher shortage and severe staffing issues, the State Board of Education convened a Blue Ribbon Commission on Teacher Recruitment and Retention. Based on a recommendation from the Blue Ribbon Commission, funding for Career Ladder was reestablished in June 2022. The state appropriation for the first year 2022-23 was \$37 million. A total of 139 school districts participated in the first year of being reinstituted.

Information for this annual report was provided to the Department of Elementary and Secondary Education (DESE) using an online survey that was sent to the lead contact for each participating school district. This provided information on district activities, state and district funding, and to monitor progress on the impact of the Career Ladder Program. A statistical summary of the Career Ladder Program for the 2024-25 school year is included, a map showing statewide distribution of the 244 participating districts, open-ended responses in Appendix A and B and district allocations in Appendix C.

The table below summarizes the anticipated and confirmed number of teachers that participated in each stage of the Career Ladder Program during the 2024-25 school year. It includes the anticipated total number of required hours completed by teachers at each stage of the program. It also includes the total estimated cost to the state and local contribution made by the school district.

	Total # of Teachers		Estimated Expenditures	
	Anticipated / Confirmed	Total # of Hours	State Allocation	Local Contribution
Stage I	2,542 / 1,816	90,800	\$1,634,400	\$1,089,600
Stage II	3,734 / 2,706	202,950	\$4,870,800	\$3,247,200
Stage III	11,996 / 10,577	1,057,700	\$31,731,000	\$21,154,000
All Three Stages	18,272 / 15,099	1,351,450	\$38,236,200	\$25,490,800

The Career Ladder Program provided additional compensation for teachers to provide students opportunities for enhanced learning experiences, remedial assistance, and various extended day/year activities. Career Ladder teachers also participated in professional growth activities including college classes, workshops, professional organization events, and mentoring.

A total of 1,351,450 hours were completed by Missouri teachers in the 2024-25 Career Ladder Program. The highest number of hours completed by teachers were in the area of high-quality tutoring and additional, expanded learning opportunities for students. The second highest number of hours were completed in the area of additional responsibilities in areas in which the teacher does not already

receive additional compensation from their school district. Another major category of completed hours by teachers were in the areas of additional trainings and certifications for teachers. Total hours in those areas as well as other areas in which teachers completed Career Ladder hours are summarized in the table below.

Career Ladder Activities	Total Hours	% of total
Providing high quality tutoring or additional learning opportunities to students	275,766	37%
Serving as a coach, supervisor, or organizer of any extracurricular activities for which the teacher does not already receive additional compensation	178,725	24%
Receiving additional teacher training or certification outside of that offered by the school district (i.e. National Board Certification)	175,018	23%
Serving as a mentor for students, in both a formal as well as an informal capacity	57,786	8%
Serving as a mentor or cooperating teacher for new teachers for which the teacher does not already receive additional compensation	25,411	3.4%
Assisting students with postsecondary education preparation (i.e. ACT/SAT prep) or assisting students with completing college/career admission or financial assistance	24,396	3.2%
Participating in some type of teacher externships as provided in section 168.025, RSMo	14,322	2%

Missouri teachers in the Career Ladder Program also completed over 120,000 hours in additional areas. A majority of those hours were in committee involvement. Other teachers completed hours in curriculum development, revisions, and implementation. Still other hours were spent in teachers expanding their own professional learning and sharing this learning with their colleagues. Finally, teachers also engaged in specific efforts to enhance parent contact, engagement, and involvement with their schools.

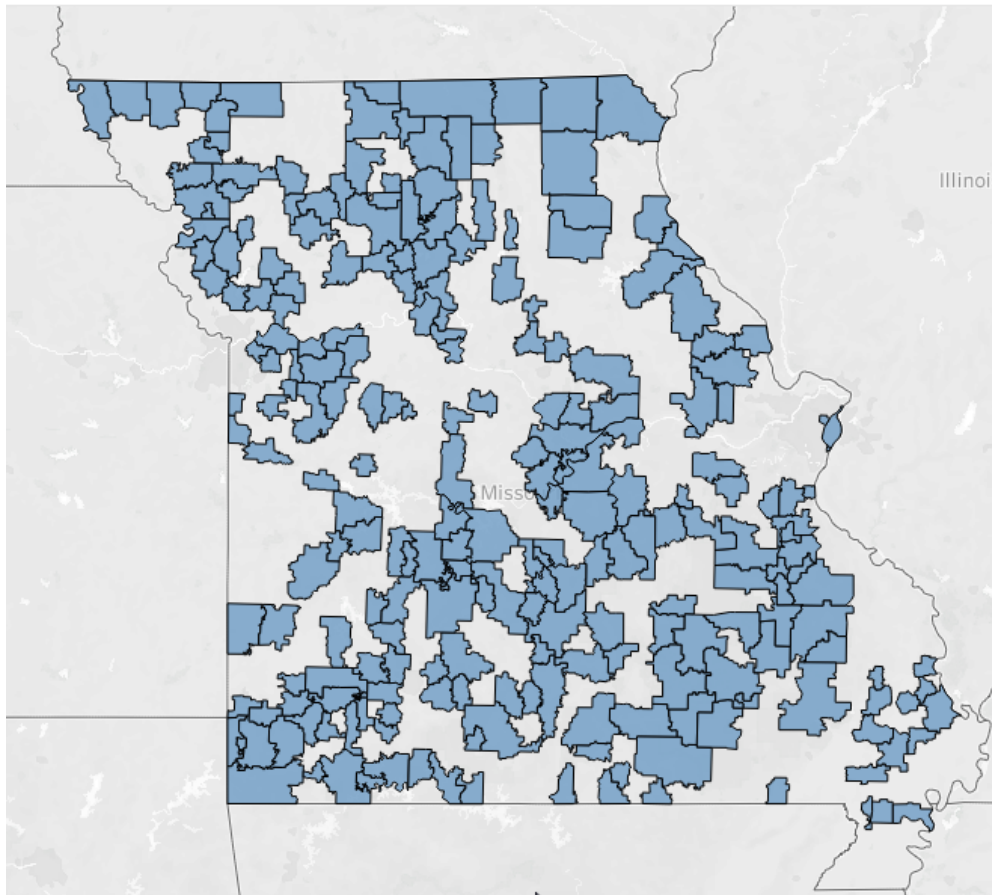
One of the potential benefits of the Career Ladder program is improved teacher morale and increased teacher retention. Teachers who participated in the Career Ladder Program in the 2024-25 school year had a 4.86 percent higher retention rate than the average of all teachers in school districts that were in the program in that year. Those school districts that participated in the Career Ladder Program for 2024-25 include 25,519 teachers overall and educate 317,629 Missouri students. The Career Ladder Program has also contributed to an increase in average teacher pay since being reinstituted.

Participation in the Career Ladder program in the 2024-25 school year varied by type of school. The data on the sizes of schools was determined by student enrollment. Schools defined as large schools had an enrollment of over 5,000 students. Schools in the medium category had anywhere from 1,000 to 5,000 students. Small schools are those schools with less than 1,000 students. The smallest category of school districts that participated in Career Ladder in the 2024-25 school year were large districts representing only 4 percent of all participating districts. Medium size districts at 29 percent comprised a little less than a third of participating school districts. The largest category of participating school districts in Career Ladder were small school districts at 67 percent, or two-thirds of all participating school districts.

Distribution of 2024-25 Career Ladder School Districts

As the data below indicates, participation in Career Ladder was distributed across all nine regions of the state. Over half of school districts in the South Central, Northwest, Southwest and Northeast regions participated in Career Ladder. Significantly less than half of school districts in the St. Louis, Kansas City, and Southeast regions participated in Career Ladder in the 2024-25 school year.

2024-25 Career Ladder Districts



Region of the State	Districts participating in Career Ladder by Region		% of
	Yes	No	
Southeast (region 1)	23	42	35%
Heart of Missouri (region 2)	24	33	42%
Kansas City (region 3)	12	41	23%
Northeast (region 4)	25	23	52%
Northwest (region 5)	32	27	54%
South Central (region 6)	40	23	63%
Southwest (region 7)	50	44	53%
St. Louis (region 8)	8	52	13%
Central (region 9)	26	35	43%
Total	244	320	43%

Appendix A: What was the best thing that happened at your school district as a result of the Career Ladder Program in the 2024-25 school year? (While all responses received were reviewed and acknowledged, this is a sampling of 35 of the 244 comments that were submitted):

1. *Career Ladder allowed our district to expand one-to-one and small group tutoring opportunities for students—positively impacting some of our most at-risk students in need of targeted academic support. In addition to academic interventions, students benefited from enrichment opportunities that aligned with their interests and supported whole-child development. Teachers were also able to deepen their instructional practice through professional learning like LETRS, directly impacting classroom instruction.*
2. *Teachers obtained additional training and certification in reading methodologies and strategies relevant to Reading Bill 681 objectives and teaching students with special needs. Additionally, the district was able to offer three clubs for student to participate in. We had high student participation and success in the clubs.*
3. *We were able to recruit and retain staff. We were able to use this benefit to hire a couple of staff members from other districts. Collaboration has been a benefit between teachers that usually would be on their own time. The district was able to have more help with extracurricular activities due to incentives because of career ladder. A few staff used the benefit to help with tutoring. Overall, a great benefit for staff.*
4. *We like to look at the total number of tutoring hours and compare to a 7-hour day. By doing so we had 301 days of tutoring offered to students. That is an amazing amount of additional learning!*
5. *The best thing that happened in our district as a result of the Career Ladder program in 2024–2025 was the increased support for both students and staff. Teachers were able to extend learning beyond the classroom through tutoring, enrichment, and mentoring opportunities. These efforts helped boost student achievement and built a stronger sense of connection across the school community. The program also recognized and rewarded the extra time and effort our teachers put in, which had a positive impact on overall morale and engagement.*
6. *We were able to provide approximately 1,700 hours of extracurricular activities for our students. This provided them with a structured and safe environment to build skills and relationships with staff and peers outside of school hours. We also had teachers participate in almost 900 hours of professional development, which will improve teacher effectiveness in the classroom. These professional development (PD) hours are in addition to what the district offers; therefore, without Career Ladder, teachers would have missed out on an extensive amount of individualized training.*
7. *Our students received over 3,000 additional tutoring hours!*
8. *This program allowed us to formally acknowledge the time and effort teachers invest outside of the school day, whether through tutoring, mentoring, extracurricular supervision, or supporting students' postsecondary goals. It not only improved morale and retention by valuing teachers' commitment, but also gave us a flexible, sustainable way to adapt and support evolving student needs. In short, it validated our educators' ongoing dedication and made it possible to support them without requiring them to take on "more"—just to be appreciated for what they already give.*
9. *One of the most impactful outcomes of Career Ladder in our district has been the increased support and enrichment opportunities for students. A significant number of students benefited from targeted tutoring and were able to participate in clubs and organizations that would not have been available without the additional support provided by Career Ladder.*

10. *The added compensation helps keep our veteran teachers in education longer and has contributed to educators' thinking outside the box on new academic initiatives. We have more students in after-school programs than ever before, and we have seen significant improvement on benchmarks with the students in the after-school programs addressing areas of academic concern.*
11. *The best thing that happened this year due to career ladder was the extra opportunities for our children. Whether it was academic in nature such as after school tutoring, or culture/community building through various clubs and organizations, our students were given many more opportunities due to the career ladder program.*
12. *We developed a group called Pathfinders that participates in action research with best practices in instruction. It has been tremendously beneficial to our work.*
13. *New learning opportunities were available to students that wouldn't have been there otherwise; students and staff were both very engaged in these and teachers were intentional in tying learning standards to their after-school activities, with fun new ways to introduce the material. Teachers strengthened collegial relationships through this as well and are already expanding on these ideas for the upcoming year.*
14. *Teachers were being paid for all the extra programs and things that they used to do for free in the past. It doesn't feel like a burden or giving up of teacher time, so they are more willing to put in extra time. Teachers even added on more clubs and programs so that students are getting more access to activities, clubs, and tutoring. It's a great way to improve student and teacher participation.*
15. *The variety of activities occurring after school continues to be varied and is increasing in frequency. For example, our middle school and high school saw a 12% increase in high quality tutoring. Realizing these activities range from tutoring a diverse array of extra-curricular offerings means Macks Creek Students are learning long after the dismissal bell sounds each day.*
16. *More opportunities were provided for our students to participate in extra-curricular activities both at the elementary and secondary level. Also, our teachers participated in more professional development on their own time due to career ladder. This was a huge win for our district, as in our CSIP we want 100% of students involved in something and this led to more opportunities for that to happen.*
17. *As a result of the Career Ladder Program in our school district teachers seek out more opportunities for professional development and students are provided extra opportunities in learning through individualized and small group instruction. Students are also provided access to new learning opportunities.*
18. *This year, the CL Program was combined with our 21st Century Grant at the secondary (Grades 5-12) level. Because of this, we had many different after-school programs that students could take advantage of and still be provided transportation home through the grant. By expanding this programming, we feel that students are finding ways to be involved in school and develop meaningful quality relationships with trusted adults.*
19. *This year, we were able to offer more after-school opportunities for our students. These opportunities provide both enrichment and intervention services to our students. Through these opportunities, staff and students are given the chance to foster stronger relationships, which in turn promote strong classroom connections.*
20. *One of the most impactful outcomes of the Career Ladder Program in our district during the 2024-2025 school year has been the increased level of intentional support provided to both students and staff. Through Career Ladder, we were able to expand direct student tutoring—both before and after school—which led to academic gains, particularly in reading and math.*

Overall, the Career Ladder Program empowered our staff to go above and beyond their contract hours in meaningful ways that elevated both student outcomes and teacher capacity.

- 21. The best thing that happened to our district due to Career Ladder is the way it has directly enriched the educational experience for our students. Through this program, our students have gained increased access to mentors, tutoring, and teachers who are committed to continued learning and growth in the field of education. Career Ladder has allowed our teachers to take on leadership roles, mentor new educators, and provide targeted academic support to students outside of regular classroom hours. This means more one-on-one and small group instruction for students who need it most—whether for enrichment or intervention. Additionally, the program encourages ongoing professional development. Teachers engaged in Career Ladder are continuously learning, reflecting on best practices, and staying current with instructional strategies. This translates to higher-quality instruction, more innovative classrooms, and ultimately, better outcomes for students.*
- 22. We have high quality teachers who put in many extra hours after school to ensure their students receive the best education possible. Receiving this extra compensation improves our teacher morale and satisfaction. It also increases our attendance rate and makes our educators more likely to stay in the profession altogether.*
- 23. After the third year of Career Ladder, I have been able to have firsthand experience in the growth of the program. The teacher involvement above and beyond the classroom has always been present in our district. Career Ladder has allowed, not only our teacher to be compensated for their non-contracted time, but the amount of time spent with students is now public information and recognized for how dedicated our teachers are throughout the Willard School District. The total hours spent with students is a huge investment into our future.*
- 24. We have more certified staff interested in working summer school and tutoring with career ladder pay. We have more willing to step in to fill extracurricular positions. We have established new programs with career ladder funds (chess club in our middle school as an example, as well as an art club). We have had "Curriculum Camps" in the summer for staff to develop vertical and horizontal alignment. Being able to pay them has helped with that attendance in the summer. It has also been a positive in recruiting efforts for new teachers to come to our district. We had 2,756 total hours, with 67% of those hours going towards activities that directly involved student engagement.*
- 25. Our District is truly using our CSIP to guide our Career Ladder activities, by forcing all activities to align to the goals of our CSIP, teachers have taken greater ownership in helping reach the goals set forth by the CSIP. It provides consistency and continuity of our overall district mission and vision.*
- 26. This program allowed us to increase our tutoring hours available to students and families. This has a positive effect on student outcomes, especially at-risk students. With the requirements for being able to participate in career ladder on the teacher side, this involved our most highly qualified staff in after school activities.*
- 27. The Career Ladder program at Trenton R-IX School District has proven to be a great asset for both our staff and students. By offering structured pathways for professional growth, the program allows teachers to enhance their skills and advance their careers within the district. This focus on development and recognition not only boosts staff morale but also translates directly into an enriched educational experience for students. A significant outcome of the Career Ladder is the creation of numerous after-school clubs and opportunities, allowing students to explore diverse interests and acquire new skills beyond the standard curriculum. As educators embrace new methodologies and innovative practices through Career Ladder opportunities, they bring fresh perspectives and techniques into the classroom, thereby elevating student engagement*

and understanding. The effect of this initiative is evident in the collaborative and dynamic learning environment it fosters, ultimately contributing to the overall success and fulfillment of our school community.

- 28. We saw a lot more offerings and opportunities for students after school to engage them in different ways. This connected them to one another and to their teachers developing trusting relationships that we hope will make a difference in their academics as well. We also saw many hours of tutoring and engagement in professional training.*
- 29. The best outcome of the Career Ladder Program in our district this year was the increased engagement and professional growth among our teachers. Many educators took advantage of the opportunity to pursue targeted professional development in their content areas or in areas where they felt additional support was needed. This led to improved instructional practices and increased confidence in the classroom. Additionally, the program allowed staff to offer a wide range of meaningful activities and opportunities for students, families, and community members—fostering stronger school-community connections and enriching the overall educational experience. Teachers were eager to implement new initiatives, and the added compensation was both motivating and appreciated. This year saw a noticeable rise in staff participation and interest in Career Ladder, which is a promising trend. As more teachers explore its potential, all stakeholders—students, families, educators, and the community—benefit from the added support, innovation, and energy it brings to our schools.*
- 30. An elementary theater program was started, and a play was presented for the school and community in the spring.*
- 31. The teachers focused on relationship building with students to provide opportunities for students to be successful inside and outside the classroom. The teachers truly tried to fulfill the Wheatland Schools' Mission Statement being: To persistently pursue growth in academics, influential relationships, limitless opportunities, and the skill set to be successful in life.*
- 32. The Career Ladder Program has been a game-changer this year! The best thing that happened in our district as a result of it was seeing teachers grow and excel in their roles. We had several educators achieve higher certifications and take on leadership roles within their departments. It really boosted morale and brought a fresh perspective to our classrooms.*
- 33. According to the district Career Ladder teacher survey, the best thing for the district was Improved Student Outcomes. Increased academic achievement due to high-quality tutoring in reading, phonics, math, and general instruction. Students receive targeted small-group and one-on-one instruction, allowing struggling learners to catch up and thrive. Students benefit from after-school support, such as tutoring and enrichment activities, not previously available.*
- 34. We saw a large increase in the number of students involved in enrichment activities during after school hours. We had a number of staff members create academic-based clubs that met after school, and we had great success in terms of student participation. We also had more staff members engage in after school tutoring.*
- 35. One of the best things that happened in our district as a result of the Career Ladder Program was the increased opportunity for student tutoring. This extra support made a real difference in student understanding and confidence, and we saw it directly lead to improved achievement across the board. We're truly grateful for the impact it had on both students and staff.*

Appendix B: What suggestions do you have to offer to make the Career Ladder Program better?
(While all responses were reviewed and acknowledged, this is a sampling of 20 of the 150 suggestions that were submitted):

1. *In rural areas it is somewhat of a challenge for our veteran teachers that are involved in many other aspects of education to reach the additional hour requirements as they are already pulled in many different directions with their job duties.*
2. *Ensure Stable and Predictable State Funding. Make the Career Ladder Program a fully funded and protected line item in the state budget. Avoid year-to-year uncertainty by adopting multi-year funding guarantees tied to inflation or cost-of-living adjustments*
3. *It could be helpful to have a consistent, system for tracking Career Ladder hours, forms, and deadlines. This would make the process easier and more clear for everyone. Also, giving teachers more flexibility in how they earn hours could help the program better meet the needs of different classrooms.*
4. *I believe that it should be fully student contact hours. This is the most important thing you can bring to the success of students in any building in any school. RELATIONSHIPS!*
5. *It is an amazing program that we are happy to have in place for teachers. We have many teachers in district that end up accumulating more than 100 hours so adding a tier 4 for 150 hours would be a welcome addition to the program. Tier 4 could be only an option for teachers with 10 years and above as a way to support/extra incentive for teacher retention.*
6. *It would be great if DESE would come up with an online system to track the number of hours and responsibilities. We use our own system, but it might provide clarity if DESE created a system. Thanks!*
7. *More specific direction in regard to allowing staff to use career ladder for leadership development. For example, if a staff member wants to be involved in decision making then those hours could or could not be used. Also, more direction on acceptable and non-acceptable PD that can count as career ladder hours.*
8. *If possible, it would be really helpful to be able to connect with other districts who are participating in Career Ladder so we can bounce ideas off of each other and have thought partners in how to continue to strengthen our programs for our students.*
9. *I don't remember what I said the first time I completed this survey. I am frustrated that I got an email saying that my district didn't submit a survey, when my computer remembers most of my answers from the first time, I completed the survey. So, improving that algorithm would be appreciated.*
10. *Instead of funding Career Ladder, provide those funds to districts to increase the salaries and benefits for all staff.*
11. *Some of our teachers exceeded their hours, particularly stage three teachers. One suggestion would be to add a fourth stage for veteran teachers who manage to exceed the 100-hour maximum. With the current set-up, several of these hours went unpaid, but teachers continued to obtain them because they were for extracurricular activities provided for our students.*
12. *If DESE or a member school has found a very efficient way to track hours, logs, and data regarding career ladder that would be a valuable tool to share out.*
13. *One suggestion to improve the Career Ladder Program is to broaden the scope of approved activities to include tasks that, while currently unapproved, clearly contribute to student success and classroom culture. Many teachers invest time in supporting students' mental and physical wellness through informal check-ins, mentoring, or coaching, which directly impacts engagement and overall classroom success. Some of the most impactful educators are the ones helping students navigate personal hardships, yet those efforts often go unrecognized in the current*

structure. Expanding what qualifies could better reflect the full scope of what great teaching really looks like.

- 14. A positive change could be to allow licensed professionals and other classified staff who do not hold Missouri certification to participate in the Career Ladder program, such as licensed professional counselors, social workers, teacher aides, and paraprofessionals.*
- 15. I believe DESE should consider prohibiting districts with an unrestricted fund balance below 10% from participating in the Career Ladder program. While superintendents can demonstrate the many benefits of the program, it's not always a fiscally responsible decision for districts in tight financial situations. Too often, boards of education prioritize supporting teachers over the long-term financial risk. Implementing clear regulations or restrictions would help prevent districts from making decisions that could jeopardize their financial stability.*
- 16. Find a way to include building level administrators into this program. We know they are responsible for everything happening in their buildings, including CL activities, yet it's expected this additional burden is included in their salary. Somehow ease the burden on the districts in collecting all of this data.*
- 17. With all the requirements for beginning teachers it would be nice to utilize those hours toward career ladder.*
- 18. The spring deadline for Core Data to be updated is early April but the actual timeline for completing hours is later. This causes double paperwork for some staff and the administrative team.*
- 19. I don't know the answer, but career ladder can create a divide between certified staff and non-certified staff. They can essentially be doing the same job, but one at a much higher rate of pay.*
- 20. Staff would like to know that Career Ladder has been funded prior to the start of the school year. Hours can be earned starting May 1, but many are leery to work extra summer hours because of the pending state budget.*

Appendix C: Summary of District participation

The following table summarizes the participation of teachers in the 244 Career Ladder school districts for the 2024-25 school year. The table includes the state allocation and local contribution. The Blue Springs R-IV School District spent the most on Career Ladder in 2024-25 school year at a little over \$4 million total on 866 participating teachers. The lowest participation and least spent was by the Livingston Co. R-III and Cooper Co. R-IV School Districts at \$4,500 for 2 participating teachers in each.

COUNTY CODE	DISTRICT NAME	# STAGE I TEACHERS	# STAGE II TEACHERS	# STAGE III TEACHER	TOTAL TEACHERS	STATE CONTRIBUTION	LOCAL MATCH
001090	ADAIR CO. R-I	0	5	8	13	\$33,000.00	\$22,000.00
103129	ADVANCE R-IV	2	3	22	27	\$73,200.00	\$48,800.00
075087	ALTON R-IV	3	6	30	39	\$103,500.00	\$69,000.00
047062	ARCADIA VALLEY R-II	6	10	34	50	\$125,400.00	\$83,600.00
019139	ARCHIE R-V	3	3	22	28	\$74,100.00	\$49,400.00
039135	ASH GROVE R-IV	5	8	33	46	\$117,900.00	\$78,600.00
055110	AURORA R-VIII	8	10	94	112	\$307,200.00	\$204,800.00
034124	AVA R-I	1	9	47	57	\$169,200.00	\$105,400.00
002090	AVENUE CITY R-IX	2	6	0	8	\$12,600.00	\$8,400.00
049135	AVILLA R-XIII	1	1	2	4	\$8,700.00	\$5,800.00
077101	BAKERSFIELD R-IV	0	2	25	27	\$78,600.00	\$52,400.00
019152	BELTON 124	3	1	34	38	\$106,500.00	\$71,000.00
103135	BERNIE R-XIII	2	1	35	38	\$108,600.00	\$72,400.00
061151	BEVIER C-4	2	1	9	12	\$30,000.00	\$20,000.00
094076	BISMARCK R-V	1	6	26	33	\$89,700.00	\$59,800.00
026002	BLAIR OAKS R-II	5	8	53	66	\$177,900.00	\$118,600.00
103131	BLOOMFIELD R-XIV	2	5	24	31	\$82,800.00	\$57,200.00
048068	BLUE SPRINGS R-IV	48	74	744	866	\$2,448,600.00	\$1,605,600.00
084001	BOLIVAR R-I	0	5	40	45	\$129,000.00	\$86,000.00
017124	BOSWORTH R-V	0	1	6	7	\$19,800.00	\$13,200.00
082100	BOWLING GREEN R-I	4	1	44	49	\$137,400.00	\$111,600.00
106004	BRANSON R-IV	17	21	152	190	\$509,100.00	\$339,400.00
013061	BRAYMER C-4	1	1	11	13	\$35,700.00	\$23,800.00
058112	BROOKFIELD R-III	10	6	56	72	\$187,800.00	\$125,200.00
021149	BRUNSWICK R-II	1	1	23	25	\$71,700.00	\$47,800.00
090077	BUNKER R-III	0	1	7	8	\$22,800.00	\$15,200.00
042117	CALHOUN R-VIII	1	1	8	10	\$26,700.00	\$17,800.00
015002	CAMDENTON R-III	46	44	165	255	\$492,480.00	\$328,320.00
016096	CAPE GIRARDEAU 63	7	8	14	29	\$62,700.00	\$41,800.00
005123	CASSVILLE R-IV	7	15	71	93	\$246,300.00	\$164,200.00
094086	CENTRAL R-III	11	30	99	140	\$360,900.00	\$240,600.00
059117	CHILLICOTHE R-II	3	12	114	129	\$366,300.00	\$244,200.00
023101	CLARK CO. R-I	3	2	59	64	\$183,300.00	\$122,200.00
035097	CLARKTON C-4	0	4	12	16	\$43,200.00	\$28,800.00
022092	CLEVER R-V	7	9	55	71	\$189,600.00	\$125,000.00
015003	CLIMAX SPRINGS R-IV	4	2	7	13	\$28,200.00	\$18,800.00
026001	COLE CO. R-I	6	6	19	31	\$73,200.00	\$48,800.00
026005	COLE CO. R-V	7	9	21	37	\$85,500.00	\$57,000.00
000002	COOPER CO. R-IV	1	1	0	2	\$2,700.00	\$1,800.00
028101	CRAWFORD CO. R-I	3	5	38	46	\$125,700.00	\$83,800.00
028102	CRAWFORD CO. R-II	8	5	60	73	\$196,200.00	\$130,800.00
085049	CROCKER R-II	0	5	15	20	\$54,000.00	\$34,800.00
030093	DALLAS CO. R-I	31	0	0	31	\$27,900.00	\$18,600.00
042119	DAVIS R-XII	6	0	0	6	\$5,400.00	\$3,600.00
050014	DESOTO 73	15	25	126	166	\$455,700.00	\$291,000.00

073102	DIAMOND R-IV	4	8	16	28	\$66,000.00	\$44,000.00
050005	DUNKLIN R-V	9	9	78	96	\$259,200.00	\$172,200.00
011076	EAST BUCHANAN CO. C-1 (025076)	8	13	27	48	\$111,600.00	\$74,400.00
073099	EAST NEWTON CO. R-VI	4	7	61	72	\$199,200.00	\$132,800.00
020002	EL DORADO SPRINGS R-II	2	8	79	89	\$253,200.00	\$168,800.00
057002	ELSBERRY R-II	3	30	0	33	\$56,700.00	\$37,800.00
101107	EMINENCE R-I	0	1	13	14	\$40,800.00	\$27,200.00
024089	EXCELSIOR SPRINGS 40	8	18	123	149	\$408,600.00	\$272,400.00
005122	EXETER R-VI	1	1	4	6	\$14,700.00	\$9,800.00
039142	FAIR GROVE R-X	6	6	55	67	\$181,200.00	\$120,800.00
084002	FAIR PLAY R-II	1	4	18	23	\$62,100.00	\$41,400.00
094078	FARMINGTON R-VII	19	223	0	242	\$418,500.00	\$279,000.00
112101	FORDLAND R-III	3	18	0	21	\$35,100.00	\$23,400.00
106003	FORSYTH R-III	4	4	61	69	\$195,600.00	\$129,200.00
048066	FORT OSAGE R-I	18	31	267	316	\$878,100.00	\$582,000.00
062072	FREDERICKTOWN R-I	9	11	108	128	\$351,900.00	\$234,600.00
031121	GALLATIN R-V	2	5	11	18	\$43,800.00	\$25,800.00
053112	GASCONADE C-4	9	0	0	9	\$8,100.00	\$5,400.00
072073	GIDEON 37	1	3	11	15	\$39,300.00	\$22,200.00
041004	GILMAN CITY R-IV	0	3	10	13	\$35,400.00	\$23,600.00
046135	GLENWOOD R-VIII	0	2	15	17	\$48,600.00	\$32,400.00
050002	GRANDVIEW R-II	20	0	0	20	\$18,000.00	\$12,000.00
105123	GREEN CITY R-I	2	1	12	15	\$39,600.00	\$26,400.00
029004	GREENFIELD R-IV	3	1	18	22	\$58,500.00	\$39,000.00
111086	GREENVILLE R-II	5	5	38	48	\$127,500.00	\$85,000.00
017121	HALE R-I	1	3	9	13	\$33,300.00	\$22,200.00
010089	HALLSVILLE R-IV	10	60	0	70	\$117,000.00	\$78,000.00
013055	HAMILTON R-II	4	5	25	34	\$87,600.00	\$58,400.00
096103	HANCOCK PLACE	3	5	37	45	\$111,600.00	\$74,400.00
064075	HANNIBAL 60	34	76	112	222	\$504,300.00	\$335,600.00
097122	HARDEMAN R-X	0	1	6	7	\$19,800.00	\$13,200.00
010092	HARRISBURG R-VIII	6	7	34	47	\$120,000.00	\$80,000.00
043004	HERMITAGE R-IV	1	1	13	15	\$41,700.00	\$27,800.00
043001	HICKORY CO. R-I	3	5	41	49	\$134,700.00	\$89,800.00
050003	HILLSBORO R-III	8	13	143	164	\$471,900.00	\$306,400.00
051152	HOLDEN R-III	7	11	45	63	\$161,100.00	\$107,400.00
107152	HOUSTON R-I	8	10	44	62	\$157,200.00	\$104,800.00
046128	HOWELL VALLEY R-I	1	0	11	12	\$33,900.00	\$22,600.00
104041	HURLEY R-I	2	0	6	8	\$19,800.00	\$13,200.00
048077	INDEPENDENCE 30	121	110	196	427	\$895,800.00	\$596,600.00
074195	JEFFERSON C-123	1	5	11	17	\$42,900.00	\$28,600.00
026006	JEFFERSON CITY	33	64	516	613	\$1,692,900.00	\$1,128,600.00
051154	JOHNSON CO. R-VII	6	30	0	36	\$59,400.00	\$39,600.00
049148	JOPLIN SCHOOLS	45	193	0	238	\$387,900.00	\$258,600.00
024086	KEARNEY R-I	14	21	46	81	\$188,400.00	\$125,600.00
100064	KELSO C-7	2	1	9	12	\$30,600.00	\$20,400.00
038044	KING CITY R-I	2	3	23	28	\$76,200.00	\$50,800.00
051155	KNOB NOSTER R-VIII	10	12	74	96	\$257,700.00	\$168,400.00
052096	KNOX CO. R-I	4	9	18	31	\$83,100.00	\$49,200.00
080118	LA MONTE R-IV	4	3	13	20	\$48,000.00	\$32,000.00
053114	LACLEDE CO. C-5	5	1	14	20	\$48,300.00	\$32,200.00
054039	LAFAYETTE CO. C-1	4	4	54	62	\$172,800.00	\$117,200.00
093123	LAKELAND R-III	2	3	31	36	\$100,200.00	\$45,600.00
006104	LAMAR R-I	10	9	63	82	\$214,200.00	\$142,800.00
085045	LAQUEY R-V	2	1	22	25	\$69,600.00	\$46,400.00
040104	LAREDO R-VII	0	0	6	6	\$18,000.00	\$12,000.00

025002	LATHROP R-II	9	8	32	49	\$118,500.00	\$79,000.00
089080	LAWSON R-XIV	5	63	0	68	\$117,900.00	\$78,600.00
053113	LEBANON R-III	18	32	228	278	\$781,800.00	\$505,200.00
009078	LEOPOLD R-III	1	1	15	17	\$47,700.00	\$31,800.00
090078	LESTERVILLE R-IV	5	1	19	25	\$63,300.00	\$42,200.00
054045	LEXINGTON R-V	5	3	35	43	\$117,600.00	\$76,600.00
006101	LIBERAL R-II	0	0	6	6	\$18,000.00	\$12,000.00
107154	LICKING R-VIII	5	7	34	46	\$119,100.00	\$79,400.00
058106	LINN CO. R-I	0	0	11	11	\$33,000.00	\$22,000.00
059114	LIVINGSTON CO. R-III	1	1	0	2	\$2,700.00	\$1,800.00
039139	LOGAN-ROGERSVILLE R-VIII	26	15	54	95	\$212,400.00	\$141,600.00
048075	LONE JACK C-6	5	4	25	34	\$86,700.00	\$57,800.00
015004	MACKS CREEK R-V	1	4	14	19	\$60,300.00	\$33,400.00
061158	MACON CO. R-IV	4	4	1	9	\$13,800.00	\$9,200.00
114116	MANES R-V	0	1	5	6	\$16,800.00	\$11,200.00
114115	MANSFIELD R-IV	1	5	31	37	\$102,900.00	\$59,800.00
058109	MARCELINE R-V	4	5	38	47	\$126,600.00	\$84,400.00
063066	MARIES CO. R-I	2	3	21	26	\$70,200.00	\$46,800.00
063067	MARIES CO. R-II	3	2	9	14	\$33,300.00	\$22,200.00
084005	MARION C. EARLY R-V	2	4	24	30	\$81,000.00	\$54,000.00
055106	MARIONVILLE R-IX	1	12	37	50	\$133,500.00	\$89,000.00
106008	MARK TWAIN R-VIII	0	0	3	3	\$9,000.00	\$6,000.00
062070	MARQUAND-ZION R-VI	1	3	11	15	\$39,300.00	\$26,200.00
112102	MARSHFIELD R-I	9	98	0	107	\$184,500.00	\$123,000.00
060077	MCDONALD CO. R-I	15	21	181	217	\$594,300.00	\$396,200.00
058108	MEADVILLE R-IV	2	0	7	9	\$22,800.00	\$15,200.00
097116	MIAMI R-I	0	0	6	6	\$18,000.00	\$12,000.00
011078	MID-BUCHANAN CO. R-V	4	6	45	55	\$149,400.00	\$99,600.00
019151	MIDWAY R-I	9	7	17	33	\$71,700.00	\$47,800.00
105124	MILAN C-2	4	7	16	27	\$64,200.00	\$42,800.00
055104	MILLER R-II	3	5	23	31	\$80,700.00	\$51,800.00
014400	MISSOURI SCHOOL FOR THE DEAF	1	1	2	4	\$8,700.00	\$5,800.00
201201	MO SCHLS FOR THE SEV DISABLED	2	3	10	15	\$37,200.00	\$18,000.00
005128	MONETT R-I	11	17	119	147	\$398,400.00	\$265,000.00
071091	MORGAN CO. R-I	3	5	42	50	\$137,700.00	\$91,800.00
114114	MOUNTAIN GROVE R-III	13	8	85	106	\$281,100.00	\$187,400.00
046130	MOUNTAIN VIEW-BIRCH TREE R-III	2	14	53	69	\$186,000.00	\$124,000.00
055108	MT. VERNON R-V	7	6	67	80	\$218,100.00	\$145,400.00
091091	NAYLOR R-II	2	1	18	21	\$57,600.00	\$38,400.00
073108	NEOSHO SCHOOL DISTRICT	20	53	155	228	\$578,400.00	\$383,600.00
014127	NEW BLOOMFIELD R-III	9	3	2	14	\$19,500.00	\$13,000.00
036138	NEW HAVEN	9	9	12	30	\$60,300.00	\$38,800.00
081095	NEWBURG R-II	3	1	8	12	\$28,500.00	\$19,000.00
105125	NEWTOWN-HARRIS R-III	0	1	8	9	\$25,800.00	\$17,200.00
096109	NORMANDY SCHOOLS COLLABORATIVE	5	4	41	50	\$134,700.00	\$89,800.00
002089	NORTH ANDREW CO. R-VI	13	0	0	13	\$11,700.00	\$7,800.00
014126	NORTH CALLAWAY CO. R-I	10	7	19	36	\$78,600.00	\$52,400.00
065096	NORTH MERCER CO. R-III	0	1	9	10	\$28,800.00	\$19,200.00
074197	NORTH NODAWAY CO. R-VI	1	5	2	8	\$15,900.00	\$10,000.00
083001	NORTH PLATTE CO. R-I	5	5	30	40	\$103,500.00	\$69,000.00
102081	NORTH SHELBY	0	0	20	20	\$60,000.00	\$36,600.00
094083	NORTH ST. FRANCOIS CO. R-I	19	57	99	175	\$416,700.00	\$277,800.00
074194	NORTHEAST NODAWAY CO. R-V	3	3	0	6	\$8,100.00	\$5,400.00
021148	NORTHWESTERN R-I	2	1	11	14	\$36,600.00	\$24,400.00
114112	NORWOOD R-I	2	4	5	11	\$24,000.00	\$16,000.00
048070	OAK GROVE R-VI	5	10	103	118	\$331,500.00	\$221,000.00

033091	OAK HILL R-I	2	1	3	6	\$12,600.00	\$8,400.00
054041	ODESSA R-VII	14	12	76	102	\$262,200.00	\$174,800.00
100065	ORAN R-III	1	0	18	19	\$54,900.00	\$36,600.00
097118	OREARVILLE R-IV	3	2	0	5	\$6,300.00	\$4,200.00
075086	OREGON-HOWELL R-III	1	0	19	20	\$57,900.00	\$38,600.00
076081	OSAGE CO. R-I	3	2	3	8	\$15,300.00	\$10,200.00
076083	OSAGE CO. R-III	4	12	36	52	\$133,200.00	\$88,800.00
093124	OSCEOLA	3	1	32	36	\$100,500.00	\$67,000.00
027058	OTTERVILLE R-VI	0	0	13	13	\$39,000.00	\$26,000.00
064074	PALMYRA R-I	3	8	58	69	\$191,100.00	\$127,400.00
031116	PATTONSBURG R-II	5	2	8	15	\$32,100.00	\$21,400.00
080122	PETTIS CO. R-XII	0	2	5	7	\$18,600.00	\$12,400.00
081097	PHELPS CO. R-III	0	0	11	11	\$33,000.00	\$22,000.00
055105	PIERCE CITY R-VI	2	12	18	32	\$79,500.00	\$51,600.00
034122	PLAINVIEW R-VIII	0	0	6	6	\$18,000.00	\$12,000.00
107156	PLATO R-V	2	1	15	18	\$48,600.00	\$32,400.00
040103	PLEASANT VIEW R-VI	5	1	6	12	\$24,300.00	\$16,200.00
072068	PORTAGEVILLE	3	7	45	55	\$150,300.00	\$100,200.00
110029	POTOSI R-III	43	15	67	125	\$266,700.00	\$177,800.00
065098	PRINCETON R-V	4	4	26	34	\$88,800.00	\$59,200.00
086100	PUTNAM CO. R-I	7	4	34	45	\$115,500.00	\$77,000.00
087083	RALLS CO. R-II	2	7	37	46	\$125,400.00	\$83,600.00
107158	RAYMONDVILLE R-VII	1	3	8	12	\$30,300.00	\$20,200.00
104044	REEDS SPRING R-IV	4	13	91	108	\$300,000.00	\$200,000.00
088073	RENICK R-V	0	0	1	1	\$3,000.00	\$2,000.00
039134	REPUBLIC R-III	3	10	122	135	\$386,700.00	\$257,800.00
046132	RICHARDS R-V	0	2	17	19	\$54,600.00	\$36,400.00
103127	RICHLAND R-I	0	4	20	24	\$67,200.00	\$44,800.00
085044	RICHLAND R-IV	0	5	11	16	\$42,000.00	\$28,000.00
003032	ROCK PORT R-II	0	3	34	37	\$107,400.00	\$71,600.00
081096	ROLLA 31	11	18	262	291	\$859,200.00	\$552,000.00
093121	ROSCOE C-1	0	1	1	2	\$4,800.00	\$3,200.00
033090	SALEM R-80	12	9	58	79	\$201,000.00	\$134,000.00
054042	SANTA FE R-X	3	3	23	29	\$77,100.00	\$51,400.00
049140	SARCOXIE R-II	7	8	32	47	\$116,700.00	\$77,800.00
002097	SAVANNAH R-III	9	19	114	142	\$384,300.00	\$256,200.00
098080	SCHUYLER CO. R-I	0	5	50	55	\$159,000.00	\$106,000.00
099082	SCOTLAND CO. R-I	5	5	36	46	\$121,500.00	\$81,000.00
100061	SCOTT CO. R-IV	3	4	46	53	\$147,900.00	\$98,600.00
073106	SENECA R-VII	3	6	46	55	\$153,000.00	\$101,000.00
102085	SHELBY CO. R-IV	2	5	35	42	\$116,700.00	\$78,000.00
005127	SHELL KNOB 78	3	1	15	19	\$49,500.00	\$33,000.00
100063	SIKESTON R-6	16	19	176	211	\$560,400.00	\$373,600.00
057001	SILEX R-I	16	0	0	16	\$14,400.00	\$9,600.00
097130	SLATER	0	4	9	13	\$34,200.00	\$22,800.00
024087	SMITHVILLE R-II	16	22	111	149	\$387,000.00	\$258,000.00
014130	SOUTH CALLAWAY CO. R-II	5	4	39	48	\$128,700.00	\$85,800.00
047060	SOUTH IRON CO. R-I	0	6	18	24	\$64,800.00	\$43,200.00
074202	SOUTH NODAWAY CO. R-IV	3	2	13	18	\$45,300.00	\$30,200.00
010087	SOUTHERN BOONE CO. R-I	4	65	0	69	\$120,600.00	\$80,400.00
090076	SOUTHERN REYNOLDS CO. R-II	3	2	30	35	\$96,300.00	\$64,200.00
036136	ST. CLAIR R-XIII	10	73	0	83	\$56,520.00	\$93,600.00
066104	ST. ELIZABETH R-IV	2	2	12	16	\$44,700.00	\$27,600.00
081094	ST. JAMES R-I	7	14	68	89	\$235,500.00	\$157,000.00
011082	ST. JOSEPH	53	57	398	508	\$1,344,300.00	\$896,200.00
115115	ST. LOUIS CITY	90	10	20	120	\$159,000.00	\$106,000.00

032058	STEWARTSVILLE C-2	2	3	7	12	\$28,200.00	\$18,800.00
039137	STRAFFORD R-VI	5	7	69	81	\$224,100.00	\$149,400.00
036135	STRAIN-JAPAN R-XVI	1	0	5	6	\$15,900.00	\$10,600.00
050009	SUNRISE R-IX	0	2	18	20	\$57,600.00	\$38,400.00
085043	SWEDEBORG R-III	0	0	3	3	\$9,000.00	\$6,000.00
003031	TARKIO R-I	1	1	17	19	\$53,700.00	\$35,800.00
075085	THAYER R-II	4	7	47	58	\$157,200.00	\$106,800.00
017122	TINA-AVALON R-II	1	1	10	12	\$32,700.00	\$21,800.00
040107	TRENTON R-IX	4	9	55	68	\$184,800.00	\$123,200.00
031122	TRI-COUNTY R-VII	2	0	20	22	\$61,800.00	\$41,200.00
057003	TROY R-III	29	51	302	382	\$1,023,900.00	\$682,600.00
036131	UNION R-XI	142	0	0	142	\$127,800.00	\$85,200.00
032056	UNION STAR R-II	3	5	11	19	\$44,700.00	\$29,800.00
110031	VALLEY R-VI	2	7	15	24	\$59,400.00	\$39,600.00
018050	VAN BUREN R-I	3	5	23	31	\$80,700.00	\$53,800.00
109003	WARREN CO. R-III	85	0	0	85	\$76,500.00	\$51,000.00
085046	WAYNESVILLE R-VI	26	28	139	193	\$534,225.00	\$356,150.00
054043	WELLINGTON-NAPOLEON R-IX	1	3	20	24	\$66,300.00	\$44,200.00
074190	WEST NODAWAY CO. R-I	0	5	9	14	\$36,000.00	\$24,000.00
094087	WEST ST. FRANCOIS CO. R-IV	4	10	37	51	\$142,500.00	\$88,400.00
088080	WESTRAN R-I	2	6	44	52	\$144,600.00	\$96,400.00
073105	WESTVIEW C-6	0	3	5	8	\$14,100.00	\$9,400.00
043002	WHEATLAND R-II	6	2	15	23	\$54,000.00	\$36,000.00
039133	WILLARD R-II	25	33	183	241	\$630,900.00	\$420,600.00
046131	WILLOW SPRINGS R-IV	9	11	89	109	\$54,600.00	\$196,600.00
101105	WINONA R-III	3	4	25	32	\$84,900.00	\$56,600.00
031117	WINSTON R-VI	0	3	9	12	\$32,400.00	\$21,600.00
009080	WOODLAND R-IV	6	8	44	58	\$151,800.00	\$101,200.00
113001	WORTH CO. R-III	1	14	0	15	\$26,100.00	\$17,400.00
109002	WRIGHT CITY R-II	5	18	52	75	\$192,900.00	\$128,600.00
	TOTALS	1490	2515	9607	13612	\$38,467,125.00	\$25,702,470.00